

## THE IMPACT OF SOCIAL MARKETING ON BRAND EQUITY IN LISTED COMPANIES ON THE STOCK EXCHANGE

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**Abstract:** This study aimed to investigate the effect of implementation of Prorider succession management of staff's motivation among staff of Iran Broadcasting University. The study in term of purpose is applied and in term of nature is correlation method and population consisting of staff of training center and Broadcasting University that is 250 people. To test the relationship between variables based on assumptions of correlation coefficient using SPSS software. The results showed that the implementation of succession management and significant direct impact on employee motivation, and a positive correlation between motivation and staff there all its dimensions. Therefore, implement succession management can provide fertile for creating job motivation in staff. Accordingly, some suggestions are offered to managers and researchers.

**Keywords:** Job motivation, succession management, system of succession

### 1. Introduction

Today, the factors that led to the establishment of new organizations tend to supersede and the systems in a manner quite fundamental has changed, the new era of global trends that businesses will also be affected. The most important factor in leading a relatively scarce resource and assets within the organization and always has been that of losing a powerful blow to the organization's director. The importance of this issue to the extent that it with the phrase "war on talent" that used an analogy of trying different companies to attract and keep talent management involvement and supreme leader (Boromand and Tavooosi, 2016) the rising demand of employers to recruit skilled staff on the one hand and the desire to own and taking valuable jobs on the other hand and the battle and a struggle takes shape it should be called talent wars. The successful organizations are trying to battle with the application procedures, programs and strategies that could talents are essential for the continuation of their lives, attract and maintain To this end, organizations must know what needs now and coming face to the abilities and potential of employees to be able to identify and manage talent (Gay & Sims, 2009, p.17) . A proper understanding of motivation can be organized as a valuable tool to identify causes of behavior in organizations and predict the impact of management measures to be used. Recognizing also the motivation of behavior in organizations can be guided in such a way that individual and organizational objectives be met. Several factors in motivation are low in organizations and why management should be to look for ways and techniques that would increase the motivation of your employees. Careful and systematic planning to create and maintain and increase employee motivation is the most important strategies to increase organizational efficiency (Derakhshandeh et al., 2016). Identify and train tomorrow's managers of the most important strategies for the development and survival of an organization and to create incentives for sustainability in organizations capable forces and increase choice and competition in space culturally competent organization. Undoubtedly, systematic and systemic approach to the issue of succession planning as an important element management system can be one of the ways to achieve towards nurturing talent and is a good substitute for managers (Aboallae and Ghafari, 2008)

Organizational strategy requires a holistic approach to talent management and management succession planning staff development and career path together, special strategic role in the organization of today has found. These organizations have found that succession planning is a dynamic and continuous process, it not a static target to achieve talent in today's competitive world, and organizations need to have a view beyond the simple replacement labor. As an employee succession management strategies to achieve their occupational

goals makes powerful, influences on motivation and performance in organizations (Cartwright, 2008) in this regard, experienced managers an important role in motivating employees and successfully led the organization and given the recent rise in the number of pension managers and log manager, planning to develop and replacing them is much more important. Zhasklin (2012) showed that succession management program has been effective in reducing times of economic crisis. Boromand (2016) in a positive effect on employee performance management, succession planning showed Sharifat (2015) in examining the impact on employee succession management Aghajari oil company showed an increase in the rate of succession increases in staff motivation in general, despite the importance of the issue of succession planning and the root of its long history in the field of management in our country has not been studied as a serious need. Alarm lack of systematic research on the topic of succession when played the average age was 16 years, 89 to 49 years and have thousands of industry executives to drive to work between 25 to 30 years and this suggests the need to plan and quick operation to foster worthy successor specializing in strategic posts, is critical (Pour Sadegh et al., 2013). Succession plan as part of a talent management strategy, enabling organizations to understand the current needs wats, as a result align talent development will be based on it. (Bidmeshki, 2014) The aim of this study was to investigate the influence of the main component of succession on employee motivation in order to provide effective solutions to improve employee motivation and ultimately improve the motivation of the employees. If human resources in carrying out assigned tasks, motivation and procrastination are not enough, the quality of work is reduced and thus, other resources will be wasted (Borman, Schmidt, 2007). The question is whether there is positive significant relationship between the implementation of succession management and motivation of human resources work? In this regard, the following hypotheses are proposed to be checked

### 2. Hypothesis and Operational Research Model

The main hypothesis: there is significant relationship between the succession management and employee motivation.

Sub Hypotheses:

1. There is a significant positive relationship between succession planning and employee motivation system policies in organizations.
2. There is a significant positive relationship between candidate assessment and employee motivation in organizations.
3. There is a significant positive relationship between candidate's development and employee motivation in health and therapy in Shahrreza city.
4. There is a significant positive relationship between succession evaluation system and employee motivation in organizations.

#### 2.1 The theoretical framework

Several definitions for the concept succession management, including San Brook stated that succession planning as an attempt to appropriate and high-quality managers and employees to cover retirement, death, serious illness and upgrades or new position defines any organization that could occur in the future (San Brook, 2005). In fact, succession planning decision-making process on how to fill the gaps in the organization's key jobs (Bordbar et al., 2013). Studies of organizations represent different approaches to the issue of succession. Most successful managers of organizations, the role of successor and the issue of

succession planning are considered vital to the extent that GE CEO Jack Welch says:

It seems that for successful managers in the world, selected and designated successor is one of the major management tasks (Shojaei, Seyyed Emad Aldin, Dori, Behroz, 2008)

Father To study the most widely used models in management succession management and succession planning are seven-point

star model Roswell (2003; 2010) model upgrade path led Karan (2000) Bayham accelerate team model. (2002), Kim (2006) model of succession management performance (compared to the original models) with the combination of the three models is high. Model Kim, three main models compare with each other and finally four stages through interviews with seven Asian multinational companies in America offered all three models will take to the stage. These comparisons and similarities in the table 1.

Table 1. Comparisons and similarities

	Determine the policy	Evaluating a candidate	Development candidates	Assessment of Enshin Kaikan management
Model Seven Star Roswell (2003; 2010)	1: Make a commitment to systematic succession management and implementation of succession management 2: assess current needs and working conditions 3: evaluating the performance of individual career 4: needs assessment and working conditions in the future Treasury model accelerates	5: Personal Capability Assessment	6: Closing the development gap	7: assessment succession management program
Treasury accelerate	Treasury accelerate model creation	1: candidates and Identify people with high potential Step 2: Identify development opportunities	3: prescribe solutions to development opportunities 4: ensure that development is happening.	5: review progress and determine new program 5: serious study plans and progress
LED upgrade path	1: compatible upgrade path model of leadership succession needs 2: Create a common language for defining standards for functionality and performance in the organization 3: documentation of standards-based previous step	4: assessing succession candidates Through the integration of Matrix performance capabilities		5: review progress and determine new program 5: serious study plans and progress The entire route promotion

Motivation is the result of combining proper relationship between the individual and the situation, or a situation in which it is placed. In other words, given the desire to work hard to meet the objectives of the organization in such a way that it is trying to satisfy some individual needs. So, if motives be identified and measures taken by managers that the employees feel between individual goals and is consistent with organizational objectives, motivation system organization will be successful. (Robbins, 2012) In the present study, job motivation and job characteristics model Hackman and Aldhamayn model a cognitive model of socio - integrated approach.

I have this theory by Richard Hack, and Greg Oldman developed and means that if desired, or job, or have a few key features staff motivation and satisfaction or Shaghlán or more. It features key or create the conditions that are associated with a specific psychological and in this case, increase the motivation and satisfaction of performance the relationship between job characteristics, mental states and consequences of the escalation of the willingness of employees with disabilities work in progress, namely the importance that employees are given for progress in work mentioned three factors to bind. Major features three basic modes psychological or switch jobs. These features include:

A. Variety of skills or the fact that the person to do the work of several skills, experience, ability or his ability to use (Moorhead & Griffin, 2003)

B. Understanding the job, that person knows exactly what to do from beginning to end and what the outcome or results achieved.

C. The importance of jobs, whether inside or outside the organization to work how they value and care about.

D. Or the freedom and independence of individual reliance in areas such as design, timing, and methods of work. (Mahdad, 2008)

E. Feedback giving clear information about its prototype is the result of doing things to employees (Robbins, 2000) job characteristics model has been investigated in many ways. Most research results confirm the theoretical framework (ie a set of job characteristics, and these characteristics affect behavior). But about which property (or properties) make up the core there is no consensus. Also about the need to grow can be a mediating factor activity or not there is no consensus. (Robbins, 2000, P.931)

### 3. Research method

The study in term of purpose is applied and in term of nature is correlation method. It establishes the theoretical foundations of the internet and library research. The population of Personnel and Training Center School of Radio and Television and the number of population is 250 people. Random sampling was used to select samples. The number of sample based on Cochran sampling formula (as a formula to estimate sample size in qualitative variables) is at least 140 and at most 152 and the 148 questionnaires distributed among samples collected from study and eliminating incomplete questionnaires with drop samples, 109 remained questionnaire and the same number were used for analysis. In this study, two questionnaires with 36 questions based succession management study Kim theoretical model (2006). Hackman and Oldham Job motivational questionnaire was used to measure the variables and both questionnaires answered by the staff. To check the validity of teachers to number 30 in the initial implementation and Cronbach's alpha was used to estimate and reliability of succession management was 82.0 and reliability of the questionnaire 0.83 employee

motivation to test the relationship between variables based on assumptions of the model significant research and operational research (as follows) correlation coefficient using SPSS software taking into account the significant level of  $p \leq 0.95$  for all the tests and to draw LISREL structural equation modeling software is used.

#### 4. Research findings

In order to study how to implement succession on motivation and communication requirements of the Pearson correlation coefficient was used and tThe results of which are shown in the table below.

Given that this review is done Ninety-five percent confidence level the null hypothesis is accepted 9% is a significant relationship between variables, if the significance level is greater than the rule, otherwise the relationship is confirmed (table 2).

Table 2: The correlation coefficients succession management and employee motivation

The level of significance	Correlation	Variables
0.001	0.688	Evaluating a candidate
0.001	0.543	Policy determination
0.001	0.630	Candidates Development
0.001	0.722	Assessment Succession
0.001	0.721	Succession Management

The results show that the level of implementation between the requirements of succession management and employee motivation against 0.001 and from 0.05 (level of error) is smaller, therefore, the null hypothesis is rejected and there is a significant relationship between the two variables. The correlation coefficient between succession management and employee motivation is 0.721. So make policies on employee motivation is effective succession planning system, given that the survey was carried out at 95%, if more than 5% significance level indicates a significant relationship between the variables of interest and otherwise denied the relationship is confirmed. According to the results presented in the above table significance of the relationship between all aspects of succession management and employee motivation is approved. This is significant because the value is smaller than the allowable level of 0.05 relations shows that the hypotheses as had been predicted, there is positive and significant relationship between of succession management and employee motivation. The improvement in the situation of each of these dimensions can help to motivate employees. Also among the aspects of system evaluation succession had the greatest impact on employee motivation.

##### 4.1 Research Structural Equation Modeling

In order to evaluate right and wrong LISREL software was used research model. In this section we try and then perform the following results were obtained on a model in which the relationships between variables and coefficients of each of them are provided.

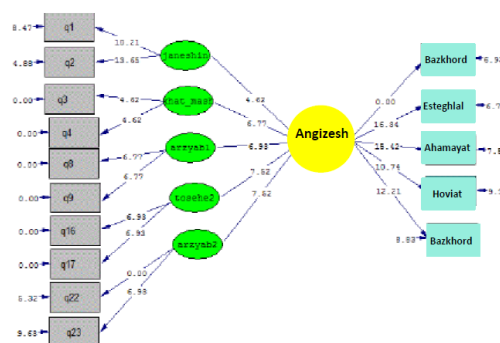


Figure 1. Research Structural Equation Modeling

The path is shown in Fig 1. The basic question raised is whether this model is a good model? To answer this question we must statistic  $\chi^2/df$  and other appropriate criteria being examined model according to the LISREL output value  $\chi^2/df$  is 0.54 times are calculated  $\chi^2/df$  bottom represent suitable fitness model because the value  $\chi^2/df$  is less than the proposed model is more suitable model and according to the results according to the following results were obtained from the output LISREL software.

$\chi^2/df=0.54$  P-Value = 0.5676 and RMSA = 0.048 (1)

Standard ( $\alpha=5\%$ ) is therefore proposed model is a good model more than significant level.

#### 5. Conclusion

Research results show that, implementation of succession management system based on Kim's succession management and employee motivation is a positive and meaningful relationship one of the factors of motivation that arises in relations with the leader of its successor. Thus, managers can make timely and accurate communication, enhances the working environment and staff are more motivated. The results of this Mehraban (2006) Khanifer et al (2009) Sharifat (2015) is consistent. So given that the factors organizations reach their goals predetermined strategic role, efficient human resources, qualified and motivated in different jobs and positions. On the other hand, it seems that the withdrawal of the various organizational levels to various reasons such as resignation, retirement, job promotion is inevitable. The creation of a vacuum and staff retention in enterprises, particularly in key jobs such as jobs, management jobs and sensitive and could cause serious disruption in the movement of the police organization. Therefore, organizations avoid disturbing your progress programs to provide qualified staff from within the organization applies for different jobs. Implementation of succession management, one of the elite force security programs for key positions in the organization is necessary. If you run this program, which in fact is organizational development program once done, will bring problems for the organization and success of the program; thus, succession management requires that the organization has appropriate and effective performance evaluation system. In fact, through this system may be capable staff and obvious competence lies and motivated identified the top job. The organization must be rational and efficient promotion system so the motivation of the personnel competence and performance and career development will increase. Talent management programs should provide areas and the ladder leading out of the ordinary talents can shortcut to the stairs up and acquire key positions. According to research findings and practical recommendations useful strategies and effective use of succession planning programs to achieve labor productivity is presented as follows:

- The organization can volunteer to staff studying related to the activities of the organization, scholarship and grant scholarships to prestigious educational institutions and centers for training personnel conclusion of the contract.
- Since most of the staff are young and highly educated, senior managers must plan and strategies such as the implementation of various training programs in accordance with the present and future needs of the organization to implement newly hired employees.
- The main executor of succession planning is an organization's human resources department. It is therefore imperative that the human resources department with the support of senior executives and managers to develop staff capabilities have been seriously; because success depends on efficient human resources specialist, and such assets that provide competitive advantage in business.
- Wise or good thing for employees to identify important meetings, balls, goals and approaches to succession planning programs to reduce the staff strength to implement these programs.

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